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- 1. Wanted: Entrepreneurs (Just Don't Ask for a Job Description),** Ronald A. Wirtz, *The Region (Federal Reserve Bank of Minneapolis)*, June 2008  
*Entrepreneurship* is the new buzzword, and policymakers in many nations and states are trying to develop more *entrepreneurs* because of *their positive effect on jobs and productivity*. This article asks: if entrepreneurship is so important, why don't we know more about it? 3
- 2. An Idea Whose Time Has Come,** *The Economist*, May 12, 2009  
Today entrepreneurship is very much part of *economics*. Economists have realized that, in a knowledge-based economy, *entrepreneurs play a central role in creating new companies* and commercializing new ideas. Read more about how entrepreneurship has become cool around the world. 9
- 3. Creative Disruption,** Douglas Clement, *The Region (Federal Reserve Bank of Minneapolis)*, September 2008  
Economists have developed a significant body of research establishing empirical links between increased competition and higher productivity. This article concludes that *competitive environments are more favorable to innovation*. 12
- 4. The World Discovers the Laffer Curve,** Stephen Moore, *2009 Index of Economic Freedom*, January 2009  
The *supply-side economics model* that President Ronald Reagan first implemented in 1981 is now the economic operating system around the world. The motivation for this tax slashing is the free flow of investment supporting the virtuous cycle of *entrepreneurial capitalism*. 18
- 5. Building Entrepreneurial Economies,** Carl J. Schramm, *Foreign Affairs*, July/August 2004  
Not only does the United States have a high rate of new business starts, as this article points out, but the United States breeds a constant flow of *new, high-impact ventures*. These ventures create value and *stimulate economic growth by bringing new ideas to the market*. 25
- 6. The Role of Small and Large Businesses in Economic Development,** Kelly Edmiston, *Economic Review (Federal Reserve of Kansas City)*, Second Quarter 2007  
Some *economic development experts* are abandoning traditional approaches to economic development that support large enterprises with tax breaks. This article explores whether *promoting entrepreneurship* makes sense as an *economic development strategy*. 30
- 7. Success Rules!,** Thomas Melville, *Success*, September 2000  
See how to succeed with these *5 rules of success* from five entrepreneurs who have made it. Also included in this article is an excerpt from Joe Mancusco's 20 commandments, which includes advice such as "Abdicate vs. Delegate" and "Avoid the 'Sandbox Syndrome.'" 40

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8. **The Greatest Entrepreneurs of All Time**, John Tozzi, *BusinessWeek*, June 27, 2007  
The criteria for the greatest entrepreneurs to be considered were simple. If they had the **vision to create new markets** and **change the way people lived in the process**, then they were candidates. Read this article to find out who made the top 30 list. 44
9. **The Secrets of Serial Success**, Gwendolyn Bounds, Kelly K. Spors, and Raymund Flandez, *The Wall Street Journal*, August 20, 2007  
While some entrepreneurs struggle their whole lives to bring one idea or product to market, **serial entrepreneurs** do it once, twice, or three times more, and disprove the notion of beginner's luck. Learn from this article what keeps them going. 45



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10. **Startups in a Downturn**, Spencer E. Ante, *BusinessWeek*, February 23, 2009  
Great companies can be created and launched during **tough economic times**. Entrepreneurs who built startups like Cisco, Oracle, and Google share **lessons on how to thrive during tough times** in this article. 51
11. **So, You Want to Be an Entrepreneur?**, Kelly K. Spors, *The Wall Street Journal*, February 23, 2009  
Thinking about **starting a new business**? Make sure you are ready for the challenges and **entrepreneurial risks**. Answer the questions in this article to see if you have what it takes to be **the lead entrepreneur** and can **successfully launch a startup**. 53
12. **The Big Idea**, Joan Raymond, *BusinessWeek SmallBiz*, Fall 2006  
In this article entrepreneurs reveal their insightful **eureka moments** and how they turned a burst of inspiration into a startup and viable new business venture. 57
13. **How to Build a Bulletproof Startup**, Michael V. Copeland and Om Malik, *Business 2.0*, June 2006  
Got a great idea for a startup? There are no guarantees in the world of entrepreneurship. But there is a right way to **build a new business venture**. This article provides a **set of blueprints** describing just how to launch a business. 58
14. **Market Research on the Cheap**, John Tozzi, *BusinessWeek*, January 9, 2008  
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15. **20 Reasons Why You Need a Business Plan**, Pete Kennedy, *Growthink*, April 9, 2008  
Since 1999 Growthink's **business plan experts** have assisted more than 1,500 clients in launching and growing their businesses, and raising more than \$1 billion in growth financing. This article stresses the importance of "why" to **writing a business plan**. 70
16. **How to Write a Great Business Plan**, William A. Sahlman, *Harvard Business Review*, July/August 1997  
A business plan must readily communicate the entrepreneur's **mastery of the "game,"** from identification of opportunity to **harvest for investors**. In this classic article, William Sahlman provides pointers on **creating a winning business plan**. 72

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17. **Outline for a Business Plan: A Proven Approach for Entrepreneurs Only**, Ernst & Young LLP, 1997  
 The **business plan** is probably the single most important document for the entrepreneur. It is the preferred mode of communication between entrepreneurs and potential investors and becomes a selling document that conveys excitement and promise to any potential investor or stakeholder. A detailed **business plan outline** is presented here. 80
18. **The 10 Biggest Business Plan Mistakes**, Christine Comaford-Lynch, *BusinessWeek*, January 7, 2008  
 The author is a former **venture capitalist** and **angel investor** who has reviewed hundreds of business plans. In this article she explains where many entrepreneurs go wrong in **writing a business plan**. 88



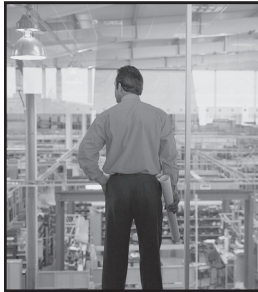
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19. **Writing a Compelling Executive Summary**, William M. Reichert, *Garage Technology Ventures*, 2007  
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20. **The People's Bank**, Andrew Park, *BusinessWeek*, April 23, 2007  
**Informal investment from friends and family** totaled nearly \$92 billion. Learn from this article how to borrow from friends and family, how to minimize the problems on the downside, and how to share the wealth on the upside. 96
21. **Angel Investment Criteria**, Richard Sudek, *Journal of Small Business Strategy*, Fall/Winter 2006/2007  
 Startups often turn to **formal business angels** for capital. This detailed study examines **what angel investors consider** when reviewing an **investment opportunity**, and how they prioritize their **investment analysis**. 99
22. **Venture Capital 101: What Is Venture Capital?**, *Venture Impact*, National Venture Capital Association, 2007  
**Venture capital** has enabled the United States to support its entrepreneurial talent and appetite by turning ideas and basic science into products and services that are the envy of the world. This article provides an informative **introduction to venture capital** and the **role venture capital plays in the economy**. 108
23. **Pursuing Venture Capital**, William J. Link, *Kauffman Center for Entrepreneurial Leadership*, July 26, 2003  
**Securing venture capital** is a matter of entrepreneurs understanding that they need to approach the **risk capital market** as both sellers and buyers. What William Link presents in this article is a look at the steps necessary on each side. 111
24. **Evaluating a Venture Capital Firm to Meet Your Company's Needs**, Accel Partners, 2009  
**Venture capital firms** are as different as entrepreneurs. There is a wide range among these firms in terms of their industry expertise, business experience, and, most importantly, their ability to **work effectively supporting your startup**. Here are important guidelines for selecting a winning firm. 113
25. **Perfecting Your Pitch**, William M. Reichert, *Garage Technology Ventures*, 2006  
 The purpose of **pitching to potential investors** is to sell, not teach. Investment executives at Garage.com have seen thousands of presentations from startups. They prepared a basic **outline for preparing the pitch presentation** and tips on **improving the effectiveness of the pitch**. 116

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26. **Writing and Negotiating Term Sheets with a View toward Success**, Peter M. Rosenblum, Angel Capital Education Foundation, February 18, 2008  
A **well-prepared term sheet** is an agreement between the investor and the entrepreneur that sets up the business for success. The principal reason for a term sheet is to outline the participants' understanding, not necessarily to set up a plan to enforce in court. This article outlines **key deal points for success** for both the investor and the entrepreneur. 120



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27. **How Entrepreneurs Craft Strategies That Work**, Amar Bhidé, *Harvard Business Review*, March/April 1994  
In **crafting a new business venture strategy**, Amar Bhidé suggests that the entrepreneur should play with, and explore, ideas surrounding that opportunity, thereby letting the business strategy evolve on its own. 127
28. **Seven Keys to Shaping the Entrepreneurial Organization**, Michie P. Slaughter, *Kauffman Center for Entrepreneurial Leadership*, 2004  
These seven keys are by no means the only things entrepreneurs need to do in **building entrepreneurial success**, but they will provide a head start in understanding the ingredients necessary to **building an effective entrepreneurial team**. 137
29. **Characteristics of a Successful Entrepreneurial Management Team**, Alexander L. M. Dingee, Brian Haslett, and Leonard E. Smollen, *Pratt's Guide to Venture Capital Sources*, 1997  
The authors share guidelines for building great venture teams. They also present elements of the **seven key entrepreneurial management functions** that venture capitalists look for in new business opportunities. 142
30. **Managing Growth**, Michael J. Roberts, *New Business Venture and the Entrepreneurs*, McGraw-Hill/Irwin, 1999  
The set of changes that smaller, younger firms need to make as they grow is often termed **the transition from entrepreneurial to professional management**. This article addresses the issues that firms must deal with in making that transition. 147
31. **Three Strategies for Managing Fast Growth**, Georg von Krogh and Michael A. Cusumano, *MIT Sloan Management Review*, Winter 2001  
Entrepreneurs can't afford to leave growth to chance. This article suggests that entrepreneurs should have **a strategy for growing** as well as for applying new knowledge faster than their competitors. 150
32. **The Zappos Way of Managing**, Max Chafkin, *Inc. Magazine*, May 2009  
Learn from this article how **Tony Hsieh** used relentless innovation, stellar customer service, and a staff of believers to make **Zappos.com** into one of the **most innovative startups in America** this past decade. 158
33. **Give Me the Bad News: Successful Entrepreneurs Need Negative Feedback**, Kerri Susan Smith, Knowledge@W.P. Carey, January 14, 2009  
It's **critical for entrepreneurs to get feedback** in order to refine their ideas for a startup. But they are often too personally attached to their idea and their vision for the business. This article suggests that **entrepreneurs need an experienced mentor** more than a fan. 163
34. **Ask an Angel: Berkus on Building a Board of Directors**, Mary Jane Grinstead, Angel Capital Education Foundation, July 8, 2008  
Dave Berkus has invested in 68 small technology companies since 1993. He is a board member of 10 private companies, chair of six of those, and an active member of four non-profit boards. In this article Dave shares his advice on the **best practices for boards of directors for early-stage companies**. 165

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35. **Why a CEO Needs to Have a Plan B: An Interview with Jack Stack**, Bo Burlingham, *Inc. Magazine*, May 2009  
For nearly three decades, in good times and bad, Jack Stack has managed his company as though disaster could strike at any moment. Now, with the **global economic crisis**, he is glad he did. Learn from this article **how to emerge from the crisis stronger** than when it began. 168
36. **Top Ten Reasons Why Startups Fail (Venture Capital)**, Mohanjit Jolly, VCCircle, March 17, 2009  
Entrepreneurship is best for those with the **persistence to overcome many obstacles** and **knowledge of the entrepreneurial risks**. Passion alone is no guarantee for success. This article shares valuable points from respected venture capitalists Mohanjit Jolly and Tim Draper from Draper Fisher Jurvetson. 173



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37. **Taking Social Entrepreneurship Seriously**, J. Gregory Dees, *Society*, March/April 2007  
**Social entrepreneurs** bring to social problems the same kind of determination, creativity, and resourcefulness found among business entrepreneurs. This article argues that they will become the “new engines for reform” **to improve social and environmental conditions**. 179
38. **The Microfinance Revolution: An Overview**, Rajdeep Sengupta and Craig P. Aubuchon, *Review (Federal Reserve Bank of St. Louis)*, January/February 2008  
The **field of microfinance** has come a long way as an **effective tool in reducing poverty**. This article is intended as a non-technical overview on the **growth and development of microcredit and microfinance**. 185
39. **The Hidden Economy of Nonprofits**, Ronald A. Wirtz, *The Region (Federal Reserve Bank of Minneapolis)*, September 2006  
One key reason to develop a **clearer understanding of nonprofits** is that they are growing disproportionately to the economy as a whole and are slowly assuming a **larger share of the overall economy**. This states that it would seem useful to be able to understand what’s driving this **growth in nonprofits**. 200
40. **Eminence Green**, Susan Casey, *Fortune*, May 29, 2007  
This article describes how **Patagonia founder Yvon Chouinard** took his passion for the outdoors and turned it into an amazing business that earns \$270 million a year, and still remains **socially responsible**. 205
41. **Managing Global Expansion: A Conceptual Framework**, Anil K. Gupta and Vijay Govindarajan, *Business Horizons*, March/April 2000  
The **need to become global is becoming a mandate** for virtually all corporations. Since global expansion needs no grand design but does need a clear strategy, according to this article, a company should not wander aimlessly into the global jungle. 209
42. **The Global Entrepreneur**, Daniel J. Isenberg, *Harvard Business Review*, December 2008  
**Startups now do business in many countries** before dominating their home markets. They are **global from day one**. This article describes the **challenges global entrepreneurs face** when they are born global and the skills entrepreneurs need to tackle them. 219

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<b>43. Harvesting Firm Value: Process and Results</b> , J. William Petty, <i>Entrepreneurship 2000</i> , Upstart Publishing Company, 1997 Having a <b>harvest goal</b> in mind from the beginning and knowing how to craft an option to achieve it are what separates a successful entrepreneur from the rest. This article explains the importance of <b>building a company that generates wealth</b> and thereby creates the entrepreneurs' and stakeholders' <b>harvest options</b> .	<b>223</b>
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